

## Human Resource Management - Applicant Intake and Recruiting

Welcome to the Enterprise Applications Due Diligence Survey! Your thoughtful response to this survey will help the Commonwealth to evaluate potential opportunities to re-engineer and re-solution common processes in the Commonwealth. Your input and information is vital for this project's success. Your response is due in five business days. To produce the most successful response, please read these instructions thoroughly.

Please answer the survey questions as fully as possible using existing policies, procedures, systems, data and professional experience. If you cannot answer a question using these resources, you are not expected to go to unusual lengths or use untested methods to gather information. Simply indicate, where possible, that the information is not available.

If your response does not fit into the space available or you have other information that you would like to provide, please contact Bob Haugh, Deputy Project Manager, (William.haugh@vita.virginia.gov, 804/344-8790) for assistance.

If you cannot complete the survey in one sitting, you can save the work you have already entered. Pressing the "Next" button at the bottom of each page both moves you to the next page and auto-saves each page as you complete it. Note that the survey page you are working on will not be saved until you click "Next," so you must click "Next" when you have finished the page if you have to stop and return later. When you re-enter the survey through your e-mail link, you will be returned to where you left off.

If data is not readily available or if you have to do some research to fully complete the survey, you can skip questions and come back to them. Please complete the survey to the best of your ability and press the "Submit" button to store your survey in the survey database. You can come back to your survey through your e-mail link and change your answers if the data becomes available. You are free to edit your submitted survey until we close the survey site. Please remember that every time you edit your survey after the first submission, you must press the "Submit" button again to record your changes. (Clicking the "Next" button will not auto-save pages when you are editing a previously submitted survey. Simply press "Submit" again.)

Thank you. We greatly appreciate your participation!

This document contains respondents between 1 and 35 inclusive.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                             |
|---------------------------------|--------------------------|--------------------------|-------------------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

4

Job Announcements open to State employees only

3

Job Announcements open to the General Public, (excluding continuous recruitments)

65

Continuous Recruitment Job Announcements

4

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                      | Service     | Service Fee |
|----|-------------------------------|-------------|-------------|
| 1. | VA Employment Commission      | Job Listing | \$ 0        |
| 2. | College Campus Career Centers | Job Listing | \$ 0        |
| 3. |                               |             |             |
| 4. |                               |             |             |
| 5. |                               |             |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

86 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Applicant Tracking      | Oracle                 |         |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?              |
|----|-------------------------|--------------------------|----------------|---|
| 1. |                         | \$ 0                     |                | Already developed by another state agency |
| 2. |                         |                          |                |   |
| 3. |                         |                          |                |   |
| 4. |                         |                          |                |   |
| 5. |                         |                          |                |   |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         |                            |
| Band - 4         | 1.0                        |
| Band - 5         | .5                         |
| Band - 6         | .1                         |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |



**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported     | Recipient      | Frequency               |
|----|-------------------|----------------|-------------------------|
| 1. | Applicant Results | Hiring Manager | At close of recruitment |
| 2. |                   |                |                         |
| 3. |                   |                |                         |
| 4. |                   |                |                         |
| 5. |                   |                |                         |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
People Soft
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Centralized process provides consistency
2.  
Ability to accept applications via email/website
3.  
HR staff completes the initial screening of applications
4.  
Trained staff and managers
5.  
Positive working relationships with hiring supervisors and managers

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Improved ability to access data on applicants by position number, name, or social security number.
2.  
More user friendly applicant tracking system
3.  
Quicker applicant tracking system
4.  
Ability to generate specific letters to applicants
- 5.

.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Paperless, on-line application
2.  
Automating approval process to increase efficiency
3.  
Integrate with PMIS and CIPPS
4.  
Ability to scan applications and enter them into a central database.
5.  
Ability to generate reports to focus on areas of underutilization

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

Department of Human Resource Management (DHRM) Policies 2.10

32. If you have any other concerns or comments about this functional area, please include them here.

Function should not be centralized through DHRM

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                             |
|---------------------------------|--------------------------|--------------------------|-------------------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☒ Yes
- ☐ No

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

**Matrix: part 1 of 2**

|    | Agency Name                                  | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|--|---------------------------------|-------------|------------------|
| 1. | Deptment for the Blind and Vision Impaired   | Performed                       | Performed   | Performed        |
| 2. | Virginia Rehabilitation Center for the Blind | Performed                       | Performed   | Performed        |
| 3. | Department for the Deaf and Hard of Hearing  | Performed                       | Performed   | Performed        |
| 4. | Virginia Board for People with Disabilities  | Performed                       | Performed   | Performed        |
| 5. | Woodrow Wilson Rehabilitatin Center/DRS      | Performed                       | Performed   | Performed        |

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

**Matrix: part 2 of 2**

|    | Advertising |
|----|-------------|
| 1. | Performed   |
| 2. | Performed   |
| 3. | Performed   |
| 4. | Performed   |
| 5. | Performed   |

**6. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

14

Job Announcements open to State employees only

2

Job Announcements open to the General Public, (excluding continuous recruitments)

351

Continuous Recruitment Job Announcements

17

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                                     | Service             | Service Fee |
|----|--|---------------------|-------------|
| 1. | Disability Services Agency website           | list jobs available | \$ 0        |
| 2. | Woodrow Wilson Rehabilitation Center website | list jobs available |             |
| 3. |  |                     |             |
| 4. |  |                     |             |
| 5. |  |                     |             |

**10. How does your Agency maintain its recruitment files?**

- ☒ Maintained by the Agency central repository
- ☐ Maintained by the Agency non-central repository
- ☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

31 days



**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

☒ Yes

☐ No

**16. If yes, please list.**

1.  
must be listed for a minimum of 5 consecutive work days
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version       | Maintenance fees |
|----|-------------------------|------------------------|---------------|------------------|
| 1. | Excel                   | na                     | 10.3506.3501  | \$ 0             |
| 2. | Reflections             | na                     | 8.00.076      | \$ 0             |
| 3. | Microsoft Outlook       | na                     | 5.0.2195      | \$ 0             |
| 4. | Internet Explorer       | na                     | 6.0.2800.1106 | \$ 0             |
| 5. | Access                  | na                     | 5.1.2600      | \$ 0             |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. | \$ 0                    | \$ 0                     | \$ 0           | widley used                  |
| 2. | \$ 0                    | \$ 0                     | \$ 0           | agency choice                |
| 3. | \$ 0                    | \$ 0                     | \$ 0           | widely used                  |
| 4. | \$ 0                    | \$ 0                     | \$ 0           | widely used                  |
| 5. | \$ 0                    | \$ 0                     | \$ 0           | widely used                  |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         | .0                         |
| Band - 2         | .3                         |
| Band - 3         | .4                         |
| Band - 4         | .9                         |
| Band - 5         | .4                         |
| Band - 6         | .0                         |
| Band - 7         | .0                         |
| Band - 8         | .0                         |
| Band - 9         | .0                         |
| Contracted Labor | .0                         |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported      | Recipient | Frequency |
|----|--------------------|-----------|-----------|
| 1. | Applicant Tracking | DHRM      | Monthly   |
| 2. | Customize Reports  | varied    | as needed |
| 3. |                    |           |           |
| 4. |                    |           |           |
| 5. |                    |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Most applicant information is retrievable
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Increase the accessibility to change closed position info
2.  
Have more flexibility in developing type of report needed
3.  
Check applicant info already in database by list vs. looking at screen by screen
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
For multiply agencies have one application/program with a field to identify the agency in lieu of changing to another screen for another agency
2.  
Have all information on each person visible on one screen
3.  
Not case sensitive to information type into database
4.  
Automatic late feature if position has already closed when date received is past close date
5.  
Simplified way to move applicants from one position pool to another position pool

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

none known

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District        | Central                  |
|---------------------------------|-------------------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No



5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

27

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

41

Continuous Recruitment Job Announcements

3

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☐ Maintained by the Agency central repository

☒ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

One month

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | PMIS                    |                        |         |                  |
| 2. | HRIS                    |                        |         |                  |
| 3. | IN HOUSE ATS            |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .2                         |
| Band - 4         | .4                         |
| Band - 5         | .2                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Accept and process applicants in a timely manner.
2.  
Coordination between HT and hiring manager
3.  
Recruitment process begins in a timely manner
4.  
.....
5.  
.....



**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Better coordination within HR for nursing vacancies
2.  
Consistent review of positions numbers before posting
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Complete, legible applications
2.  
Up-to-date, user friendly
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

4

Job Announcements open to State employees only

2

Job Announcements open to the General Public, (excluding continuous recruitments)

125

Continuous Recruitment Job Announcements

.....

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource   | Service      | Service Fee |
|----|--|--------------|-------------|
| 1. | Agency website   | job postings |             |
| 2. | VEI/CMI  | mail list    | \$ 0        |
| 3. | other mail lists for specific occupational groups or roles |              | \$ 0        |
| 4. |  |              |             |
| 5. |  |              |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

8 weeks

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input checked="" type="radio"/> | <input type="radio"/>            |
| Advertising                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input type="radio"/>            | <input checked="" type="radio"/> |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | MSWord                  |                        |         |                  |
| 2. | Excel                   |                        |         |                  |
| 3. | Access                  |                        |         |                  |
| 4. | PeopleSoft              | applicant tracking     |         |                  |
| 5. |                         |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☒ Follow Up



20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .5                         |
| Band - 4         |                            |
| Band - 5         | 1.5                        |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☒ Yes

☐ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process  | Requires Double Entry | Frequency |
|----|----------|-----------------------|-----------|
| 1. | new hire | Yes                   | 125       |
| 2. |          |                       |           |
| 3. |          |                       |           |
| 4. |          |                       |           |
| 5. |          |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☒ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process  | Requires Double Entry | Frequency |
|----|--|-----------------------|-----------|
| 1. | Establish new hire record<br>PMIS/CIPPS/Time and labor | Yes                   | 125       |
| 2. |  |                       |           |
| 3. |  |                       |           |
| 4. |  |                       |           |
| 5. |  |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported                       | Recipient      | Frequency        |
|----|-------------------------------------|----------------|------------------|
| 1. | leave useage                        | hr/payroll     | as needed        |
| 2. | screening sheets                    | hiring manager | every job posted |
| 3. | EEO data                            | hr             | every job posted |
| 4. | selection criteria<br>documentation | hr             | every job posted |
| 5. |                                     |                |                  |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
VCU's online application process
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
defensible - well documented
2.  
ability to conduct widespread recruitments
3.  
shared responsibilities with requesting manager, subject matter experts
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Eliminate data entry of applicant data
2.  
cost of copying applications
3.  
staff time involved in copying
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
on-line application process
2.  
user friendly for applicants and hr staff
3.  
automatic upload/link to DHRM to provide required applicant data
4.  
Eliminate the need for each agency to re-invent systems or features that other agencies already have developed
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

Title VII, EEO, Immigration Reform Act, prevailing state policies on recruitment and hiring.

**32. If you have any other concerns or comments about this functional area, please include them here.**

applicant intake and recruiting require a significant amount of time and labor. It takes too long from initial advertisement to filling a position; result is qualified applicants likely have found employment elsewhere.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

17

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                         | Service | Service Fee |
|----|----------------------------------|---------|-------------|
| 1. | Sate College Recruitment offices |         | \$ 0        |
| 2. |                                  |         |             |
| 3. |                                  |         |             |
| 4. |                                  |         |             |
| 5. |                                  |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization



**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

30 - 45 days, excluding Law Enforcement as the process is more complex.

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. |                         |                        |         |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         | .3                         |
| Band - 3         |                            |
| Band - 4         | .1                         |
| Band - 5         |                            |
| Band - 6         | .1                         |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported  | Recipient  | Frequency       |
|----|----------------|------------|-----------------|
| 1. | EEO statistics | HR Manager | per recruitment |
| 2. |                |            |                 |
| 3. |                |            |                 |
| 4. |                |            |                 |
| 5. |                |            |                 |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Updated daily
2.  
Can use the job list database for query and merge
3.  
Quick notification turnaround to applicants
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
one intake system that tracks stats and provides personal information for individual notification to applicants
2.  
.....
3.  
.....
4.  
.....
5.  
.....

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

32. If you have any other concerns or comments about this functional area, please include them here.



**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

82

Continuous Recruitment Job Announcements

61

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                 | Service        | Service Fee |
|----|--------------------------|----------------|-------------|
| 1. | Posting on NVTC Web-Site | State Internet | \$ 0        |
| 2. |                          |                |             |
| 3. |                          |                |             |
| 4. |                          |                |             |
| 5. |                          |                |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

70 days (assuming "hire" indicates first day actually begin work)

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name               | Module (if applicable) | Version | Maintenance fees |
|----|---------------------------------------|------------------------|---------|------------------|
| 1. | HRIS System<br>Created by<br>DMHMRSAS |                        |         |                  |
| 2. |                                       |                        |         |                  |
| 3. |                                       |                        |         |                  |
| 4. |                                       |                        |         |                  |
| 5. |                                       |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                | Mandated by<br>DMHMRSAS      |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .3                         |
| Band - 4         | 1.0                        |
| Band - 5         | .4                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |



25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?

- ☐ Yes
- ☒ No

27. If yes, please list the tools.

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Data collected is comprehensive
2.  
Generates letters to applicants
3.  
Fairly easy to learn
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Needs to generate useful reports
2.  
Needs to be more readily available - there is lots of down time with the system
3.  
Needs to allow generation of customized reports
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

Interface with DHRM/Central Office so # of requests for compiling data manually are reduced to few or none

2.

Simple to learn/good instructions provided

3.

Ability to export data into Excel to do custom reports or searches if needed

4.

.....

5.

.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

**32. If you have any other concerns or comments about this functional area, please include them here.**

The ability to consolidate as many systems as possible to prevent double or triple entry for all HR functions is critical. In this particular area the system MUST interface easily with the HuRman system so required EEO data can be tracked.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District        | Central                  |
|---------------------------------|-------------------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

30

Job Announcements open to State employees only

15

Job Announcements open to the General Public, (excluding continuous recruitments)

60

Continuous Recruitment Job Announcements

6

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

1 month

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |



**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version         | Maintenance fees |
|----|-------------------------|------------------------|-----------------|------------------|
| 1. | Excel                   |                        | XP Professional |                  |
| 2. | Access                  |                        | XP Professional |                  |
| 3. |                         |                        |                 |                  |
| 4. |                         |                        |                 |                  |
| 5. |                         |                        |                 |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                | No expense                   |
| 2. |                         |                          |                | No expense                   |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | 1.5                        |
| Band - 4         | 2.0                        |
| Band - 5         | .5                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Statewide recruiting system
2.  
Structured Process
3.  
Routine Process
4.  
Uniform system applications
5.  
Fast turnaround for customers

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.

More online services to customers

2.

Utilize applicant tracking information to enhance future recruitment pools

3.

Continue to place all documents in shared electronic folder

4.

Track cost of recruitment

5.

Use recruitment turnaround statistics to enhance future recruitment efforts

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

Windows based applicant tracking system

2.

A interfaced applicant tracking and recruitment entry system

3.

Statewide recruitment resource tools (trade websites, etc.)

4.

Statewide recruitment campaigns for difficult to recruit occupations - i.e Nursing

5.

Centralized interfaces with major media outlets for advertising.

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                             |
|---------------------------------|--------------------------|--------------------------|-------------------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up



**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

6

Job Announcements open to State employees only

4

Job Announcements open to the General Public, (excluding continuous recruitments)

54

Continuous Recruitment Job Announcements

4

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. | HRIS     | Inhouse | \$ 0        |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

Approx. 3 1/2 weeks

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | HRIS/HP3000             |                        |         | \$ 0             |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. | \$ 0                    | \$ 0                     | \$ 1,664       | based on user needs          |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         |                            |
| Band - 4         |                            |
| Band - 5         |                            |
| Band - 6         | .1                         |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☒ Yes

☐ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. | PMIS    | Yes                   | 20        |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☒ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported               | Recipient | Frequency      |
|----|-----------------------------|-----------|----------------|
| 1. | Advertising/Media Source    | CO/HR     | twice annually |
| 2. | Applicant Status            | CO/HR     | twice annually |
| 3. | Position/Recruitment Status | CO/HR     | annually       |
| 4. | Screening/Interview Results | CO/HR     | twice annually |
| 5. | Demographic Data            | CO/HR     | annually       |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
SQL Web based application
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Provides data reporting for mgt. use in evaluation of effectiveness
2.  
Meets EEO reporting requirements
3.  
Trending data
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Needs to be more user friendly
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Ease of Use
2.  
flexibility so that modules can be easily added
3.  
Detailed reporting by facility & CO, synthesized and individualized
4.  
Integrated with training & other HR data
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

No State or federal law restriction as long as user needs met



32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

3

Job Announcements open to State employees only

3

Job Announcements open to the General Public, (excluding continuous recruitments)

123

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                           | Service                   | Service Fee |
|----|------------------------------------|---------------------------|-------------|
| 1. | VA Dept of Education               | list on website           | \$ 0        |
| 2. | 15 Public universities in Virginia | posting job announcements | \$ 0        |
| 3. | University of Richmond             | posting job announcements | \$ 0        |
| 4. | Challenge job Fair 2005            | posting job announcements | \$ 0        |
| 5. | Virginia Union University          | posting job announcements | \$ 0        |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

40 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☒ Yes
- ☐ No

**16. If yes, please list.**

1.  
submit request to fill within one day of employee resignation
2.  
Upon receipt of Secretary approval, HR advertises immediately
3.  
Within 3 days of closing, applications must go to hiring manager
4.  
Hiring mgr has two days to review apps, and one day to set up interviews
5.  
Selection is made one day after completing interviews

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Applicant Tracking      |                        | Access  |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                | Internally developed         |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | 1.0                        |
| Band - 4         |                            |
| Band - 5         | 2.5                        |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |



**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported                             | Recipient       | Frequency |
|----|---|-----------------|-----------|
| 1. | Various management reports on recruitment | Human Resources | as needed |
| 2. |   |                 |           |
| 3. |   |                 |           |
| 4. |   |                 |           |
| 5. |   |                 |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Consistent, fair and equitable
2.  
HR staff and employees are trained in the process
3.  
Adequate automated system for most needs
4.  
Well-documented processes
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Continuing training of interview panel members
2.  
More user-friendly report production
3.  
Expand recruitment sources to obtain more qualified applicants
4.  
Automatic generation of recruitment correspondence
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Simple
2.  
Well documented
3.  
Fair and Equitable
4.  
Provides all necessary information quickly
5.  
Thorough training of all involved

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

None

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

6

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

18

Continuous Recruitment Job Announcements

1

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☒ Yes
- ☐ No

**13. If yes, please provide data and how the cost is calculated.**

The average cost for recruitment for our classified Librarian positions is \$1000. The average cost for our wage positions is \$500. The data is entered into an access database for each position and includes the advertising source name and amount charged to our agency.

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

30 days



**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

☐ Yes

☒ No

**16. If yes, please list.**

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Access                  |                        | 2003    |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?                |
|----|-------------------------|--------------------------|----------------|---|
| 1. |                         |                          |                | in-house project based on standard software |
| 2. |                         |                          |                |   |
| 3. |                         |                          |                |   |
| 4. |                         |                          |                |   |
| 5. |                         |                          |                |   |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         |                            |
| Band - 4         | .3                         |
| Band - 5         |                            |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported    | Recipient                                     | Frequency          |
|----|------------------|---|--------------------|
| 1. | Quarterly Report | Library of Virginia Senior Management & Board | Every three months |
| 2. | EEO Report       | DRHM (Hurman)                                 | Every month        |
| 3. |                  |   |                    |
| 4. |                  |   |                    |
| 5. |                  |   |                    |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.

Well designed access recruitment database

2.

Yearly updates of all EWPs required by Managers and reviewed by HR

3.

Job ads that are clear on qualifications & applicant requirements

4.

On-site IT support as recruitment database needs change

5.

A consistant screening process that is clearly documented

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.

The greatest issues with regard to applicant intake & recruitment are related to state-supported systems.

2.

.....

3.

.....

4.

.....

5.

.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

Ideally, the greatest benefit would be to have a fully functional HR system through DHRM which supported all processes and allowed for data reporting and manipulation.

2.

.....

3.

.....

4.

.....

5.

.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

**32. If you have any other concerns or comments about this functional area, please include them here.**

As stated earlier, the greatest assistance would be an electronic system that allows for information input/retrieval and the creation of reports and manipulation of data to meet individual agency needs. A system such as this would meet multiple needs, including applicant intake and recruiting. If the state had a repository for HR information and allowed individual agencies to select software supported by a main system through which they could upload and download information, this would be most functional. It will not be possible to create a "one size fits all" for every state agency.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No



**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

**6. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

40

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                 | Service       | Service Fee |
|----|--------------------------|---------------|-------------|
| 1. | Courier Record Newspaper | Advertisement | \$ 800      |
| 2. | Richmond Times Dispatch  | Advertisement | \$ 800      |
| 3. |                          |               |             |
| 4. |                          |               |             |
| 5. |                          |               |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

|    |       |
|----|-------|
| 1. | ..... |
| 2. | ..... |
| 3. | ..... |
| 4. | ..... |
| 5. | ..... |

**12. Do you track “cost per hire” data?**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**13. If yes, please provide data and how the cost is calculated.**

|  |
|--|
|  |
|--|

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

|           |
|-----------|
| 3-4 weeks |
|-----------|

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version          | Maintenance fees |
|----|-------------------------|------------------------|------------------|------------------|
| 1. | excell                  | PME 480                | Custom to agency | \$ 0             |
| 2. |                         |                        |                  |                  |
| 3. |                         |                        |                  |                  |
| 4. |                         |                        |                  |                  |
| 5. |                         |                        |                  |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. | \$ 0                    | \$ 100                   | \$ 50          | easy to update and use       |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | 1.0                        |
| Band - 4         |                            |
| Band - 5         | 1.0                        |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. | NONE          |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
Can Packages available for a fee
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Hand date stamped in
2.  
Accept via email, US Mail, hand delivery
3.  
Confidentiality
4.  
Personal attention to prospective appliacants
5.  
One stop shopping for all services at one loaction



**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.

Hiring of more employees to assist

2.

Automation would provide historical demographics for future hiring campaigns

3.

Easily identify individuals that shot gun the agency

4.

automation would provide a mailing list for future contacts

5.

information on applicants could be shared across agency departments

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

all applications handled via email

2.

background checks would be automated.

3.

demographics compiled without manual intervention provide more reliable stats.

4.

Individuals who target the agency could be handled in the appropriate manner

5.

skill and education levels in the available geographic area could be evaluated and coord. with LEA.

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

Only the standard state and federal law and regulations that apply across the board to all employers.

**32. If you have any other concerns or comments about this functional area, please include them here.**

The agency has been put at a disadvantage when competing with other government organizations for well qualified personnel due to drastically reduced general fund budget. This results in a work force that settles for just getting by with little personal motivation to improve or excel in their state position.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District        | Central                             |
|---------------------------------|-------------------------------------|--------------------------|-------------------------------------|
| Developing the Job Announcement | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

.....

Job Announcements open to State employees only

.....

Job Announcements open to the General Public, (excluding continuous recruitments)

.....

Continuous Recruitment Job Announcements

.....

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. | VEC      |         | \$ 0        |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☒ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

60-90 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☒ Yes
- ☐ No

**16. If yes, please list.**

1.

Minimum time requirement for posting positions (12 calendar days)

2.

.....

3.

.....

4.

.....

5.

.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Access                  |                        | 2000    | \$ 0             |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?   |
|----|-------------------------|--------------------------|----------------|--------------------------------|
| 1. | \$ 0                    |                          |                | Partially automate the process |
| 2. |                         |                          |                |                                |
| 3. |                         |                          |                |                                |
| 4. |                         |                          |                |                                |
| 5. |                         |                          |                |                                |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up



20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         |                            |
| Band - 4         |                            |
| Band - 5         |                            |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported   | Recipient            | Frequency          |
|----|-----------------|----------------------|--------------------|
| 1. | EEO reports     | HR Staff             | As needed          |
| 2. | Adhoc Reports   | Management, HR Staff | As needed          |
| 3. | Vacancy Reports | HR Staff             | As needed, monthly |
| 4. | Mail Merge      | HR Staff             | As needed          |
| 5. |                 |                      |                    |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
HRIS applicant tracking systems such as Oracle, SAP, etc.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Data collection, but not agency wide as is needed  
.....
2.  
Report generation  
.....
3.  
System letters, forms, etc.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Need agencywide HRIS (integrated)
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Need agencywide HRIS/database to encompass all HR functions
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

No

**32. If you have any other concerns or comments about this functional area, please include them here.**

We are using Access for our databases, but these are basically stand alone databases. What is needed is an agencywide HRIS which incorporates all HR functions and activities.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

10

Job Announcements open to State employees only

192

Job Announcements open to the General Public, (excluding continuous recruitments)

81

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization



**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

45 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Appl. tracking/Access   |                        |         |                  |
| 2. | Recr. tracking/Oracle   |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?              |
|----|-------------------------|--------------------------|----------------|---|
| 1. |                         |                          |                | Brought in by previous HR Director        |
| 2. |                         |                          |                | Agency developed system to track actions. |
| 3. |                         |                          |                |   |
| 4. |                         |                          |                |   |
| 5. |                         |                          |                |   |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .8                         |
| Band - 4         | .5                         |
| Band - 5         | .4                         |
| Band - 6         | .3                         |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☒ Yes

☐ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process           | Requires Double Entry | Frequency |
|----|-------------------|-----------------------|-----------|
| 1. | job announcements | Yes                   | 0         |
| 2. |                   |                       |           |
| 3. |                   |                       |           |
| 4. |                   |                       |           |
| 5. |                   |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☒ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported     | Recipient                | Frequency                              |
|----|-------------------|--------------------------|--|
| 1. | Applicant listing | Screeners/hiring manager | generated for every position recruited |
| 2. | Screening matrix  | Screeners                | generated for every position recruited |
| 3. | Letters           | Applicant                | generated for every applicant          |
| 4. |                   |                          |  |
| 5. |                   |                          |  |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
People Admin
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
None
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Automated processing
2.  
Automated screening
3.  
Report generation
4.  
Single entry
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

Automated processing and screening

2.

Applicant enters all background/experience information

3.

Automated notification that information has been entered

4.

Should be able to generate standard and ad-hoc reports

5.

Applicant info viewed electronically by manager

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

upcoming issue - protection of social security numbers

**32. If you have any other concerns or comments about this functional area, please include them here.**

An applicant tracking systems should easily interface or be a part of systems for other HR functions. For example, after applicant data is entered in the applicant is selected, the new employee's personal data should automatically transfer to a system used for personnel transactions.



**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District                   | Central                             |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Developing the Job Announcement | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

306

Job Announcements open to State employees only

20

Job Announcements open to the General Public, (excluding continuous recruitments)

851

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☐ Maintained by the Agency central repository

☒ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

90 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input checked="" type="radio"/> | <input type="radio"/>            |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/>            | <input checked="" type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name                  | Module (if applicable) | Version | Maintenance fees |
|----|--|------------------------|---------|------------------|
| 1. | PARTS-Position Applicant Tracking System |                        |         |                  |
| 2. | EXCEL                                    |                        |         |                  |
| 3. |  |                        |         |                  |
| 4. |  |                        |         |                  |
| 5. |  |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?  |
|----|-------------------------|--------------------------|----------------|---|
| 1. |                         |                          |                | In-house tool that was developed to meet a need.                              |
| 2. |                         |                          |                | To collect data and fill in the tracking of information and ad hoc reporting. |
| 3. |                         |                          |                |   |
| 4. |                         |                          |                |   |
| 5. |                         |                          |                |   |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | 9.5                        |
| Band - 4         | 6.9                        |
| Band - 5         | 12.8                       |
| Band - 6         | .3                         |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☒ Yes

☐ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process                         | Requires Double Entry | Frequency |
|----|---------------------------------|-----------------------|-----------|
| 1. | PARTS Interfaces with PMIS data | No                    |           |
| 2. |                                 |                       |           |
| 3. |                                 |                       |           |
| 4. |                                 |                       |           |
| 5. |                                 |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☒ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |



**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported                      | Recipient                    | Frequency                            |
|----|------------------------------------|------------------------------|--------------------------------------|
| 1. | Recruitment and selection reports. | HR Staff and Hiring Managers | As requested and/or per recruitment. |
| 2. | EEO Reports                        | HR Staff                     | Per recruitment.                     |
| 3. |                                    |                              |                                      |
| 4. |                                    |                              |                                      |
| 5. |                                    |                              |                                      |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
Integrated Human Resource Information System that would work across all HR business functions - not just applicant intake and recruiting
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Provides some interface with existing HR systems
2.  
Minimizes duplication and double entry
3.  
Allows for some record keeping and tracking or recruitment activity
4.  
Provides EEO data and other reports
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
More interface across all HR systems
2.  
Continued minimization of duplication and double entry
3.  
More record keeping and variety in ad hoc reports
4.  
Easier sharing of information in a distributed organization
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Totally integrated HRIS interface with all existing HR systems
2.  
Ability for applicants to enter in data with automated pre screening capability
3.  
Creation of job data bank
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

no

**32. If you have any other concerns or comments about this functional area, please include them here.**

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

**6. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

2

Job Announcements open to the General Public, (excluding continuous recruitments)

8

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

1.5 months

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |



18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Access                  |                        | 2000    | \$ 0             |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .2                         |
| Band - 4         |                            |
| Band - 5         | .1                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported                    | Recipient                             | Frequency               |
|----|----------------------------------|---------------------------------------|-------------------------|
| 1. | Applicant Position Information   | Director/HR director/HR manager/panel | End of each recruitment |
| 2. | Applicant Source by Race and Sex | Director/HR director/HR manager       | End of each recruitment |
| 3. |                                  |                                       |                         |
| 4. |                                  |                                       |                         |
| 5. |                                  |                                       |                         |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Applicant information is easily retrievable
2.  
Form letters easily generated from applicant listing
3.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.

Develop a mechanism for distinguishing a applicant listing for positions that are filled multiple times.

2.

Eliminate duplicate data entry for new hires.

3.

.....

4.

.....

5.

.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

Ability to create customized reports

2.

Ability to schedule and track interviews

3.

Develop a component that analyzes EEO adverse impact

4.

.....

5.

.....

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

This question should be addressed to the Department of Human Resources Management.

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up



**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

1

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

10-12 weeks

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. |                         |                        |         |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

**20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.**

**If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.**

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         | .0                         |
| Band - 2         | .0                         |
| Band - 3         | .0                         |
| Band - 4         | .0                         |
| Band - 5         | .0                         |
| Band - 6         | .0                         |
| Band - 7         | .0                         |
| Band - 8         | .0                         |
| Band - 9         | .0                         |
| Contracted Labor | .0                         |

**21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?**

☐ Yes

☒ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Tailored
2.  
Efficient
3.  
Fair
4.  
Flexible
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Increasing opportunities for minorities to learn about openings
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

Not that we know.



32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District                   | Central                             |
|---------------------------------|--------------------------|-------------------------------------|-------------------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

4

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

11

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☒ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

67.5 work days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☒ Yes
- ☐ No

**16. If yes, please list.**

1.

Recruitment to the public must be open for at least 10 work days

2.

.....

3.

.....

4.

.....

5.

.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                    |
|---------------------------------|----------------------------------|-----------------------|
| Developing the Job Announcement | <input checked="" type="radio"/> | <input type="radio"/> |
| Advertising                     | <input checked="" type="radio"/> | <input type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name   | Module (if applicable) | Version | Maintenance fees |
|----|---------------------------|------------------------|---------|------------------|
| 1. | MS Word                   |                        | 2000    |                  |
| 2. | Access Applicant Tracking |                        | 2000    |                  |
| 3. |                           |                        |         |                  |
| 4. |                           |                        |         |                  |
| 5. |                           |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                | Meets agency needs.          |
| 2. |                         |                          |                | Meets agency needs.          |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         | .1                         |
| Band - 3         |                            |
| Band - 4         | .1                         |
| Band - 5         | .1                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☒ Yes

☐ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process                  | Requires Double Entry | Frequency |
|----|--------------------------|-----------------------|-----------|
| 1. | DHRM Applicant Data Flow | No                    | 0         |
| 2. |                          |                       |           |
| 3. |                          |                       |           |
| 4. |                          |                       |           |
| 5. |                          |                       |           |



**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☒ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported     | Recipient                        | Frequency            |
|----|-------------------|----------------------------------|----------------------|
| 1. | Applicant Listing | Immediate Supervisor of Position | Close of recruitment |
| 2. |                   |                                  |                      |
| 3. |                   |                                  |                      |
| 4. |                   |                                  |                      |
| 5. |                   |                                  |                      |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.

Immediately able to assess response to recruitment

2.

Able to verify receipt of applications

3.

Can answer any questions from applicants regarding their applications

4.

Automatically generates response letters to applicants

5.

.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
More user friendly RECRUIT entry in PMIS
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District                   | Central                             |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Developing the Job Announcement | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

5

Job Announcements open to State employees only

5

Job Announcements open to the General Public, (excluding continuous recruitments)

30

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                        | Service | Service Fee |
|----|---------------------------------|---------|-------------|
| 1. | Automated Labor Exchange ALEX   | VEC     | \$ 0        |
| 2. | VEC Website                     | VEC     | \$ 0        |
| 3. | VEC Intranet and Bulletin Board | VEC     | \$ 0        |
| 4. |                                 |         |             |
| 5. |                                 |         |             |

**10. How does your Agency maintain its recruitment files?**

- ☒ Maintained by the Agency central repository
- ☐ Maintained by the Agency non-central repository
- ☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

70 days



**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

☐ Yes

☒ No

**16. If yes, please list.**

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                    |
|---------------------------------|----------------------------------|-----------------------|
| Developing the Job Announcement | <input checked="" type="radio"/> | <input type="radio"/> |
| Advertising                     | <input checked="" type="radio"/> | <input type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/> |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Office XP               |                        | XP      |                  |
| 2. | Word                    |                        | 2000    |                  |
| 3. | Access                  |                        | 2000    |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         | .5                         |
| Band - 3         |                            |
| Band - 4         | 1.5                        |
| Band - 5         |                            |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☒ Yes

☐ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process                       | Requires Double Entry | Frequency |
|----|-------------------------------|-----------------------|-----------|
| 1. | Uploading to DHRM respository | No                    | 0         |
| 2. |                               |                       |           |
| 3. |                               |                       |           |
| 4. |                               |                       |           |
| 5. |                               |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☒ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process   | Requires Double Entry | Frequency |
|----|---|-----------------------|-----------|
| 1. | EEO Assessment Tool<br>Recruitment Demographics | No                    | 0         |
| 2. |   |                       |           |
| 3. |   |                       |           |
| 4. |   |                       |           |
| 5. |   |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported                         | Recipient         | Frequency    |
|----|---------------------------------------|-------------------|--------------|
| 1. | Demographic information               | VEC EEO Staff     | as requested |
| 2. | Turn around data from request to fill | VEC HR Mgmt Staff | as needed    |
| 3. |                                       |                   |              |
| 4. |                                       |                   |              |
| 5. |                                       |                   |              |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.

Cost per hire

2.

.....

3.

.....

4.

.....

5.

.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Low or no cost
2.  
Flexibility for recruiting to meet geographic needs
3.  
Convenience for applicants to apply by fax, email, all Local offices
4.  
Centralized & consistent
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Automation of applicant intake & recruitment
2.  
Proto-type of VCU applicant process needs to be available for other agencies
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Automated Screening
2.  
Application input by applicants
3.  
Automated generation of correspondence
4.  
Automated job announcements from the EWP
5.  
Automated interview schedule

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

No

**32. If you have any other concerns or comments about this functional area, please include them here.**

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No



5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

8

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

25

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

|    |       |
|----|-------|
| 1. | ..... |
| 2. | ..... |
| 3. | ..... |
| 4. | ..... |
| 5. | ..... |

**12. Do you track “cost per hire” data?**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**13. If yes, please provide data and how the cost is calculated.**

|  |
|--|
|  |
|--|

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

|         |
|---------|
| 45 days |
|---------|

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. |                         |                        |         |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         |                            |
| Band - 4         | 1.0                        |
| Band - 5         |                            |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
applicant tracking system
2.  
staffing part of a HRIS
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
personal contacts with applicants
2.  
.....
3.  
.....
4.  
.....
5.  
.....



**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
automation of applicant tracking
2.  
automation of recruiting process in order to determine cost per hire
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
easy to use
2.  
web based
3.  
able to add customized features
4.  
ability to scan applications into the system and allow those applications to be viewed by hiring managers
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

Uniform Guidelines on Employee Selection Procedures

EEO Law

Affirmative Action

**32. If you have any other concerns or comments about this functional area, please include them here.**

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

24

Job Announcements open to State employees only

5

Job Announcements open to the General Public, (excluding continuous recruitments)

92

Continuous Recruitment Job Announcements

3

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                                      | Service | Service Fee |
|----|---|---------|-------------|
| 1. | DEQ website                                   |         | \$ 0        |
| 2. | HotJobs                                       |         | \$ 72       |
| 3. | Universities                                  |         | \$ 0        |
| 4. | Local Newspapers/ Where positions are vacant. |         | \$ 700      |
| 5. | Minority Resources                            |         | \$ 600      |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

**12. Do you track “cost per hire” data?**

☐ Yes

☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

61 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

☒ Yes

☐ No

**16. If yes, please list.**

1.

Lateral only - 5 work days

2.

Agency only - 5 work days

3.

State and General Public - 2 weeks minimum

4.

.....

5.

.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version                              | Maintenance fees |
|----|-------------------------|------------------------|--------------------------------------|------------------|
| 1. | Oracle                  | Human Resources        | see IT survey for all remaining info |                  |
| 2. | Microsoft Word          |                        |                                      |                  |
| 3. | Excel                   |                        |                                      |                  |
| 4. | Access                  |                        |                                      |                  |
| 5. |                         |                        |                                      |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?                   |
|----|-------------------------|--------------------------|----------------|--|
| 1. | \$ 0                    |                          |                | Integrated with Finance- very flexible program |
| 2. |                         |                          |                | Easy to use                                    |
| 3. |                         |                          |                | Easy to use                                    |
| 4. |                         |                          |                | Easy to use                                    |
| 5. |                         |                          |                |  |

19. If you would like us to contact you for more information, please check follow up.

☒ Follow Up



20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | 2.0                        |
| Band - 4         | 1.0                        |
| Band - 5         |                            |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☒ Yes

☐ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process   | Requires Double Entry | Frequency |
|----|---|-----------------------|-----------|
| 1. | DEQ has an on-line application that is downloaded into Oracle HR - eliminates double keying | No                    | 22        |
| 2. | PMIS  | Yes                   | 22        |
| 3. |   |                       |           |
| 4. |   |                       |           |
| 5. |   |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☒ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process   | Requires Double Entry | Frequency |
|----|---|-----------------------|-----------|
| 1. | Oracle HR data establishes employees. Once an employee is established, that data is used for time tracking, wage payroll and travel processing/ | No                    | 0         |
| 2. |   |                       |           |
| 3. |   |                       |           |
| 4. |   |                       |           |
| 5. |   |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported                                 | Recipient                       | Frequency |
|----|---|---------------------------------|-----------|
| 1. | EEO report                                    | DHRM                            | monthly   |
| 2. | Active applicant report                       | Hiring Managers and generalists | weekly    |
| 3. | Addresses of applicants on labels for mailing | generalists                     | daily     |
| 4. |   |                                 |           |
| 5. |   |                                 |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.

Recruitment activities must be compliant, competitive and organized in order to attract the best candidates. Recruit tools should have mechanisms in place to ensure that various steps are taken in the process such as an initial assessment, analysis of business needs, the development of screening recruitment strategies, accurate job descriptions, an effective screening process, standards interview questions, new hire reports and job offer letters.

2.

PeopleAdmin System is an on-line recruitment management system that is designed for the Public Sector. This customer-friendly web-based system has features such as the ability to route application information to hiring managers, a Job Profile for applicants, and on-line screening capability

3.

.....

4.

.....

5.

.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Online applications - information is integrated into HR Oracle which eliminates keying information
2.  
HR Oracle automatically generates mailing labels for notification to applicants
3.  
HR Oracle generate EEO reports and automatically downloads into DHRM's system
4.  
HR Oracle generates applicant listing and create a screening criteria matrix
5.  
Ability to track applicants job history within the agency.

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Eliminate double keying into HR Oracle and PMIS - be able to key into one system
2.  
Possibility to scan applications into HR system to replace keying
3.  
Ability to manipulate system, data easier then current available
4.  
Ability to make correction easily.
5.  
Ability to retrieve applications faster online.

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

Ability to let the system know the core criteria for position screening and have only those applications forwarded for further review

2.

A system that electronically notifies applicants of stage in progress

3.

A system that provides DHRM the necessary EEO assessment information

4.

The capability to use a system from the request process to establishing employee personnel data for a new hire

5.

Reporting features that allow the retrieval of classified and wage information, number of jobs filled, EEO-4, requisition, posting data

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

No

**32. If you have any other concerns or comments about this functional area, please include them here.**

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☒ Yes
- ☐ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name        | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|--------------------|---------------------------------|-------------|------------------|
| 1. | DFP & DPRT         | Not Performed                   | Performed   | Performed        |
| 2. | DOAV & Comp Board  | Not Performed                   | Performed   | Performed        |
| 3. | Dept. Aging & DMBE | Not Performed                   | Performed   | Performed        |
| 4. | Charitable Gaming  | Not Performed                   | Performed   | Performed        |
| 5. | EDR,               | Not Performed                   | Performed   | Performed        |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising   |
|----|---------------|
| 1. | Not Performed |
| 2. | Not Performed |
| 3. | Not Performed |
| 4. | Not Performed |
| 5. | Not Performed |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up



**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

7

Job Announcements open to State employees only

4

Job Announcements open to the General Public, (excluding continuous recruitments)

32

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource  | Service | Service Fee |
|----|---|---------|-------------|
| 1. | state agency web site                           |         | \$ 0        |
| 2. | career centers of state colleges & universities |         | \$ 0        |
| 3. |   |         |             |
| 4. |   |         |             |
| 5. |   |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

61 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input type="radio"/>            | <input checked="" type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Access                  |                        | 2000    | \$ 0             |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. | \$ 0                    | \$ 0                     |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .5                         |
| Band - 4         |                            |
| Band - 5         | .3                         |
| Band - 6         | .3                         |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported       | Recipient | Frequency |
|----|---------------------|-----------|-----------|
| 1. | Applicant Flow Data | Agency    | monthly   |
| 2. |                     |           |           |
| 3. |                     |           |           |
| 4. |                     |           |           |
| 5. |                     |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
total online system for applicant tracking process
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
statewide automate job posting system for classified & wage positions
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
online application
2.  
one system for all recruitment management
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
same as item # 22
2.  
predominantly paperless system (at least 90%)
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

No



32. If you have any other concerns or comments about this functional area, please include them here.

No

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

2

Job Announcements open to the General Public, (excluding continuous recruitments)

27

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

1 month

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. |                         |                        |         |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         |                            |
| Band - 4         | .5                         |
| Band - 5         | .3                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |



**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
promptness & efficiency
2.  
required vs. preferred job specific ksa's
3.  
easily understandable & defensible screening criteria
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.

when we list applicant flow data, it would be helpful if this could also merge the information to a mail merge to be used for sending rejection letters.

2.

.....

3.

.....

4.

.....

5.

.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

If the state would REQUIRE all agencies to use RECRUIT only to post job ads and refer to this website in the classified sections of the newspaper, then the agencies could save millions on advertising costs!

2.

.....

3.

.....

4.

.....

5.

.....

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District                   | Central                             |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Developing the Job Announcement | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☒ Yes
- ☐ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name  | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|--|---------------------------------|-------------|------------------|
| 1. | CHIPPOKES PLANTATION FARM FOUNDATION AND MUSEUM – Agency 319 | Performed                       | Performed   | Performed        |
| 2. |  |                                 |             |                  |
| 3. |  |                                 |             |                  |
| 4. |  |                                 |             |                  |
| 5. |  |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. | Performed   |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

14

Job Announcements open to State employees only

3

Job Announcements open to the General Public, (excluding continuous recruitments)

119

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☒ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

2 months

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- ☐ Yes
- ☒ No



**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name   | Module (if applicable) | Version | Maintenance fees |
|----|---------------------------|------------------------|---------|------------------|
| 1. | Applicant Tracking System | Excel                  |         | \$ 0             |
| 2. | EEO & Media Information   | Excel                  |         | \$ 0             |
| 3. |                           |                        |         |                  |
| 4. |                           |                        |         |                  |
| 5. |                           |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?  |
|----|-------------------------|--------------------------|----------------|---|
| 1. | \$ 0                    | \$ 0                     |                | Agency had no applicant tracking system. This was acquired from another state agency. |
| 2. | \$ 0                    | \$ 0                     |                | Agency had no tracking system. Acquired from another state agency.                    |
| 3. |                         |                          |                |   |
| 4. |                         |                          |                |   |
| 5. |                         |                          |                |   |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .5                         |
| Band - 4         |                            |
| Band - 5         | .5                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported  | Recipient                  | Frequency                     |
|----|----------------|----------------------------|-------------------------------|
| 1. | EEO Statistics | Agency management and DHRM | Close of Recruitment Activity |
| 2. |                |                            |                               |
| 3. |                |                            |                               |
| 4. |                |                            |                               |
| 5. |                |                            |                               |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Merges names/addresses with letters
2.  
Calculates EEO Stats
3.  
Moves data from one screen to another
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.

Development of a better applicant tracking system that is standard for all state agencies

2.

.....

3.

.....

4.

.....

5.

.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

Paperless system

2.

On-line Applications

3.

Ability to screen applications on line via key words / phrases

4.

Ability for applicant to retrieve previous applications to update for another job application. DMV has such a system.

5.

.....

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

Tilte VII - have to ensure demographic information is separated applicant ID.

32. If you have any other concerns or comments about this functional area, please include them here.

The porcess is very heavy with paper, copying and filing. Also, one person applies for several jobs - that applicant must be keyed for each job applied. There is a tremenedous waste of time, energry, money and people power.



**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

2

Job Announcements open to the General Public, (excluding continuous recruitments)

170

Continuous Recruitment Job Announcements

1

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                      | Service     | Service Fee |
|----|-------------------------------|-------------|-------------|
| 1. | Department of Social Services | Job posting | \$ 0        |
| 2. | VCU/MCV                       | Job Posting | \$ 0        |
| 3. | James Madison University      | Job Posting | \$ 0        |
| 4. | University of Virginia        | Job Posting | \$ 0        |
| 5. |                               |             |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

Six Weeks

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name      | Module (if applicable) | Version | Maintenance fees |
|----|------------------------------|------------------------|---------|------------------|
| 1. | Appication intake            | GroupWise via e-mail   | 6.5     | \$ 0             |
| 2. | Job Announcements            | Web UTS                |         | \$ 0             |
| 3. | Job Announcments             | Internet               |         | \$ 0             |
| 4. | Developing job announcements | Word                   | 2000    | \$ 0             |
| 5. |                              |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. | \$ 0                    | \$ 0                     |                |                              |
| 2. | \$ 0                    | \$ 0                     |                |                              |
| 3. | \$ 0                    | \$ 0                     |                |                              |
| 4. | \$ 0                    | \$ 0                     |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .5                         |
| Band - 4         |                            |
| Band - 5         | .5                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor | .5                         |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process   | Requires Double Entry | Frequency |
|----|-----------|-----------------------|-----------|
| 1. | GroupWise | No                    | 0         |
| 2. | Word      | No                    | 0         |
| 3. |           |                       |           |
| 4. |           |                       |           |
| 5. |           |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☒ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No



**27. If yes, please list the tools.**

1.  
Bookshelf Applicant Tracking software
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Establishes a data base in Word to allow mail merges
2.  
Screening sheets can be created by using copy,paste functions
3.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Need a statewide applicant tracking software
2.  
Use of postcards for confirmation receipt instead of letters
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Statewide applicant tracking system that will automatically generate acknowledgment letter and set up screening sheets
2.  
Automatically generate acknowledgement letters
3.  
Automatically generate late application letters
4.  
Automatically generate EEO statistics
5.  
.....

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

Just be knowledgeable of all EEO and federal and state laws/policies

32. If you have any other concerns or comments about this functional area, please include them here.

The current RECRUIT data base is very frustrating in that when typing the job description, the sentences do not scroll, and if there is too long a break from working on the screen, everything disappears and it has to be redone.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

**6. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

18

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

258

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource     | Service | Service Fee |
|----|--------------|---------|-------------|
| 1. | TAX Web page |         | \$ 0        |
| 2. |              |         |             |
| 3. |              |         |             |
| 4. |              |         |             |
| 5. |              |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

53 calendar days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |



**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name          | Module (if applicable) | Version | Maintenance fees |
|----|----------------------------------|------------------------|---------|------------------|
| 1. | Access/Applicant Tracking System |                        | 2000    |                  |
| 2. | Excel/Vacancy Tracking report    |                        | 2000    |                  |
| 3. |                                  |                        |         |                  |
| 4. |                                  |                        |         |                  |
| 5. |                                  |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                | It was inherited from VDOT   |
| 2. |                         |                          |                | Created at TAX               |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .5                         |
| Band - 4         | 1.0                        |
| Band - 5         | 1.2                        |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported      | Recipient | Frequency |
|----|--------------------|-----------|-----------|
| 1. | Applicant EEO data | DHRM      | Monthly   |
| 2. |                    |           |           |
| 3. |                    |           |           |
| 4. |                    |           |           |
| 5. |                    |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.

Peoplesoft

2.

People Admin

3.

Open Hlre

4.

.....

5.

.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Our Acces ATS produces lists of applicants, job numbers, titles and screening criteria
2.  
Excel vacancy report provides all necessary info for management reporting
3.  
No cost
4.  
Data is restricted to HR staff use
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Integration of functions with DHRM's applications - e.g., RECRUIT
2.  
Automated EEO reporting to DHRM
3.  
Automatic generation of management reports - e.g., time to hire
4.  
Ability for hiring managers to access applications electronically
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

On-line applicant intake

2.

Auto-screening based on designated competencies

3.

Pre-screening questions

4.

Automated EEO and other hiring reporting

5.

Integration with HRIS for selected candidates

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

**32. If you have any other concerns or comments about this functional area, please include them here.**

Background checks for the state could be centralized. There are plenty of companies that the state could contract with to provide criminal, work history, credit and education checks for a fee. By leveraging the Commonwealth's size as an employer, we could get this service for a reasonable fee. Currently, we pay VA Ste Police \$15 per background check and we only get VA information. I believe this is a real opportunity for the state to improve its hiring practices and reduce costs associated with negligent hiring.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up



**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

2

Job Announcements open to the General Public, (excluding continuous recruitments)

50

Continuous Recruitment Job Announcements

2

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource        | Service | Service Fee |
|----|-----------------|---------|-------------|
| 1. | VDEM Web Site   |         |             |
| 2. | Monster Dot Com |         | \$ 300      |
| 3. |                 |         |             |
| 4. |                 |         |             |
| 5. |                 |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

1 1/2 months

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☒ Yes
- ☐ No

**16. If yes, please list.**

1.

Applications are screened w/i 7 business days after position closes

2.

.....

3.

.....

4.

.....

5.

.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Hurman                  |                        |         |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☒ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .3                         |
| Band - 4         | .2                         |
| Band - 5         |                            |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported      | Recipient | Frequency |
|----|--------------------|-----------|-----------|
| 1. | Applicant Tracking |           | Monthly   |
| 2. | Wage Salary        |           | Monthly   |
| 3. | Classified Salary  |           |           |
| 4. |                    |           |           |
| 5. |                    |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Tracking of Applications
2.  
Notification to Applicants
3.  
Staff can pull up the database to determine if an application has been received
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Reporting
2.  
Intergrated System
3.  
On-Line Real Time
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Statewide system that is useful for the information required
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

No



**32. If you have any other concerns or comments about this functional area, please include them here.**

It appears agencies have different systems to support their recruitment tracking needs. It would be nice to have the same system that is totally ingrated for DHRM needs.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☒ Yes
- ☐ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name                | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|----------------------------|---------------------------------|-------------|------------------|
| 1. | Board of Accountancy       | Performed                       | Performed   | Performed        |
| 2. | Motor Vehicle dealer Board | Performed                       | Performed   | Performed        |
| 3. |                            |                                 |             |                  |
| 4. |                            |                                 |             |                  |
| 5. |                            |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. | Performed   |
| 2. | Performed   |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

1

Job Announcements open to State employees only

1

Job Announcements open to the General Public, (excluding continuous recruitments)

311

Continuous Recruitment Job Announcements

7

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource     | Service         | Service Fee |
|----|--------------|-----------------|-------------|
| 1. | DMV Web Site | In-House system |             |
| 2. |              |                 |             |
| 3. |              |                 |             |
| 4. |              |                 |             |
| 5. |              |                 |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

|    |       |
|----|-------|
| 1. | ..... |
| 2. | ..... |
| 3. | ..... |
| 4. | ..... |
| 5. | ..... |

**12. Do you track “cost per hire” data?**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**13. If yes, please provide data and how the cost is calculated.**

|  |
|--|
|  |
|--|

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

|               |
|---------------|
| 35 to 40 days |
|---------------|

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- |                                      |
|--------------------------------------|
| <input checked="" type="radio"/> Yes |
| <input type="radio"/> No             |

**16. If yes, please list.**

1.  
Most positions posted to General Public
2.  
8 weeks to fill vacancies
3.  
.....
4.  
.....
5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                    |
|---------------------------------|----------------------------------|-----------------------|
| Developing the Job Announcement | <input checked="" type="radio"/> | <input type="radio"/> |
| Advertising                     | <input checked="" type="radio"/> | <input type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version       | Maintenance fees |
|----|-------------------------|------------------------|---------------|------------------|
| 1. | DMV Applicant Tracking  |                        | DMV HR System |                  |
| 2. | On-line Advertising     |                        | Excel         |                  |
| 3. |                         |                        |               |                  |
| 4. |                         |                        |               |                  |
| 5. |                         |                        |               |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | 1.0                        |
| Band - 4         | 1.0                        |
| Band - 5         | 1.0                        |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |



**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported          | Recipient                         | Frequency    |
|----|------------------------|-----------------------------------|--------------|
| 1. | Applicant Demographics | HR staff and Executive management | As requested |
| 2. | Ad-hoc reports         | HR staff and Executive management | As requested |
| 3. |                        |                                   |              |
| 4. |                        |                                   |              |
| 5. |                        |                                   |              |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.

On-line application process

2.

Maximum Employment Level Tracking

3.

.....

4.

.....

5.

.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
On-line application, eliminate print
2.  
On-line screening of applicant pools
3.  
On-line applications referred directly to HR staff
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
same as response to Number 22
2.  
.....
3.  
.....
4.  
.....
5.  
.....

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

Title 7  
Requirement for Original signature (need electronic signature capability)

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District                   | Central                             |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Developing the Job Announcement | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☒ Yes
- ☐ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name                      | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|----------------------------------|---------------------------------|-------------|------------------|
| 1. | Office of Comprehensive Services | Performed                       | Performed   | Performed        |
| 2. |                                  |                                 |             |                  |
| 3. |                                  |                                 |             |                  |
| 4. |                                  |                                 |             |                  |
| 5. |                                  |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. | Performed   |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☒ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

50

Job Announcements open to State employees only

11

Job Announcements open to the General Public, (excluding continuous recruitments)

1,083

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                         | Service | Service Fee |
|----|----------------------------------|---------|-------------|
| 1. | Virginia Commonwealth University | Posting | \$ 0        |
| 2. | Virginia Employment Commission   | Posting | \$ 0        |
| 3. |                                  |         | \$ 0        |
| 4. |                                  |         |             |
| 5. |                                  |         |             |

**10. How does your Agency maintain its recruitment files?**

- ☒ Maintained by the Agency central repository
- ☐ Maintained by the Agency non-central repository
- ☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

7 weeks (2 wks posting, 1 wk screening, panel interviews, reference & background checks, selection approvals.



**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

☐ Yes

☒ No

**16. If yes, please list.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input checked="" type="radio"/> | <input type="radio"/>            |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input type="radio"/>            | <input checked="" type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version     | Maintenance fees |
|----|-------------------------|------------------------|-------------|------------------|
| 1. | Excel                   |                        | 2003, sp2   |                  |
| 2. | Access                  |                        | 2000        |                  |
| 3. | Oracle                  |                        | 9i/11i      |                  |
| 4. | Unysis                  |                        | 5.0.000.075 |                  |
| 5. |                         |                        |             |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                | Agencywide decision          |
| 2. |                         |                          |                | " "                          |
| 3. |                         |                          |                | " "                          |
| 4. |                         |                          |                | " "                          |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | 2.0                        |
| Band - 4         |                            |
| Band - 5         | 3.0                        |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor | 3.0                        |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process                      | Requires Double Entry | Frequency |
|----|------------------------------|-----------------------|-----------|
| 1. | HR Applicant Tracking System |                       |           |
| 2. |                              |                       |           |
| 3. |                              |                       |           |
| 4. |                              |                       |           |
| 5. |                              |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.

|    | Data Reported  | Recipient  | Frequency    |
|----|----------------|------------|--------------|
| 1. | Applicant List | HR Analyst | As requested |
| 2. |                |            |              |
| 3. |                |            |              |
| 4. |                |            |              |
| 5. |                |            |              |

26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?

☒ Yes

☐ No

27. If yes, please list the tools.

1.

HR Tracking System

2.

3.

4.

5.

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Knowledgeable, experienced staff
2.  
Systematic processes
3.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Automation of screening process
2.  
emailing applicants and generating acknowledgement of receipt
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Automated applicant tracking
2.  
Automated notifications and prompts
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

Must ensure compliance with:  
Federal Merit System requirements  
State/federal EEO laws  
Equal Pay Act

**32. If you have any other concerns or comments about this functional area, please include them here.**

This function, above all others in HR, lends itself to enhanced automation, which we are exploring. The agency has been awaiting the procurement of a Statewide applicant tracking system to ensure uniformity statewide.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

☒ Developing the Job Announcement

☐ Advertising

☐ Job Posting

☐ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

☐ Yes

☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

☐ Yes

☒ No



5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

11

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☐ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☒ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
DHRM, 101 N. 14th St., Richmond, VA 23219
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

60 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. |                         |                        |         |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .1                         |
| Band - 4         |                            |
| Band - 5         | .2                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
Total on-line system for recruitment
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Recruit - statewide job posting system for classified and wage positions
2.  
.....
3.  
.....
4.  
.....
5.  
.....



**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Applicant tracking on-line
2.  
Screening module
3.  
1 system for all processes
4.  
on-line application
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
One system for all recruitment processes
2.  
Screening matrix
3.  
On-line application
4.  
Paperless system
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

32. If you have any other concerns or comments about this functional area, please include them here.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District                   | Central                             |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Developing the Job Announcement | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

.....

Job Announcements open to State employees only

.....

Job Announcements open to the General Public, (excluding continuous recruitments)

.....

Continuous Recruitment Job Announcements

.....

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource    | Service | Service Fee |
|----|-------------|---------|-------------|
| 1. | DJJ website |         |             |
| 2. |             |         |             |
| 3. |             |         |             |
| 4. |             |         |             |
| 5. |             |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☒ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

|    |       |
|----|-------|
| 1. | ..... |
| 2. | ..... |
| 3. | ..... |
| 4. | ..... |
| 5. | ..... |

**12. Do you track “cost per hire” data?**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**13. If yes, please provide data and how the cost is calculated.**

|  |
|--|
|  |
|--|

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

two months

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. | Access                  |                        |         |                  |
| 2. | Excel                   |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up



20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         |                            |
| Band - 4         |                            |
| Band - 5         |                            |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☒ Yes

☐ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process             | Requires Double Entry | Frequency |
|----|---------------------|-----------------------|-----------|
| 1. | HR Reporting System | No                    |           |
| 2. |                     |                       |           |
| 3. |                     |                       |           |
| 4. |                     |                       |           |
| 5. |                     |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☒ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process             | Requires Double Entry | Frequency |
|----|---------------------|-----------------------|-----------|
| 1. | HR Reporting System | No                    |           |
| 2. |                     |                       |           |
| 3. |                     |                       |           |
| 4. |                     |                       |           |
| 5. |                     |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.  
On-line Applicant Tracking System
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
E-mail applicant intake
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Applicant tracking
2.  
Position Control
3.  
Electronic forms
4.  
Requisition management
5.  
On-line screening

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
On-line applicant tracking system

2.  
.....
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

32. If you have any other concerns or comments about this functional area, please include them here.

Concern for reporting EEO and applicant data.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

**5. If yes, please list Agency names and indicate what process you manage.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

**6. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

5

Job Announcements open to State employees only

5

Job Announcements open to the General Public, (excluding continuous recruitments)

75

Continuous Recruitment Job Announcements

15

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource                       | Service      | Service Fee |
|----|--------------------------------|--------------|-------------|
| 1. | Department of Education        | JOVE website | \$ 0        |
| 2. | Virginia Employment Commission | Website      | \$ 0        |
| 3. |                                |              |             |
| 4. |                                |              |             |
| 5. |                                |              |             |

**10. How does your Agency maintain its recruitment files?**

☐ Maintained by the Agency central repository

☒ Maintained by the Agency non-central repository

☐ Maintained by another organization



**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

60 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- ☒ Yes
- ☐ No

**16. If yes, please list.**

1.

All positions must be posted for seven days

2.

.....

3.

.....

4.

.....

5.

.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version     | Maintenance fees |
|----|-------------------------|------------------------|-------------|------------------|
| 1. | Access                  | Employee Database      | Office 2000 | \$ 0             |
| 2. |                         |                        |             |                  |
| 3. |                         |                        |             |                  |
| 4. |                         |                        |             |                  |
| 5. |                         |                        |             |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?             |
|----|-------------------------|--------------------------|----------------|--|
| 1. | \$ 0                    | \$ 0                     | \$ 0           | Ease of use and maintenance and low cost |
| 2. |                         |                          |                |  |
| 3. |                         |                          |                |  |
| 4. |                         |                          |                |  |
| 5. |                         |                          |                |  |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .4                         |
| Band - 4         |                            |
| Band - 5         | .3                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported        | Recipient                   | Frequency                    |
|----|----------------------|-----------------------------|------------------------------|
| 1. | Employee Information | Director of Human Resources | Upon change-at least monthly |
| 2. |                      |                             |                              |
| 3. |                      |                             |                              |
| 4. |                      |                             |                              |
| 5. |                      |                             |                              |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Fair
2.  
Accurate
3.  
Well-defined
4.  
Most positions are open to all
5.  
Seeks best qualified applicant

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Automation
2.  
Speed
3.  
Communication with applicants
4.  
Feedback to managers
5.  
Ability to reach broader applicant pool

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Fairness-Equal Opportunity
2.  
Well-defined and accurate
3.  
Ability to select best qualified applicant
4.  
Ability to reach broad applicant pool
5.  
Communication with applicants and managers

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

Equal Opportunity Employment Act  
American's with Disabilities Act

**32. If you have any other concerns or comments about this functional area, please include them here.**



**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District                   | Central                             |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Developing the Job Announcement | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

14

Job Announcements open to State employees only

22

Job Announcements open to the General Public, (excluding continuous recruitments)

762

Continuous Recruitment Job Announcements

47

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☒ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

|    |       |
|----|-------|
| 1. | ..... |
| 2. | ..... |
| 3. | ..... |
| 4. | ..... |
| 5. | ..... |

**12. Do you track “cost per hire” data?**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**13. If yes, please provide data and how the cost is calculated.**

|  |
|--|
|  |
|--|

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

52 days - does not include exceptional recruitments in excess of 120 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- |                                     |
|-------------------------------------|
| <input type="radio"/> Yes           |
| <input checked="" type="radio"/> No |

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input checked="" type="radio"/> | <input type="radio"/>            |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name             | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------------------|------------------------|---------|------------------|
| 1. | Excel - Automated Recruitment Forms |                        | XP      |                  |
| 2. |                                     |                        |         |                  |
| 3. |                                     |                        |         |                  |
| 4. |                                     |                        |         |                  |
| 5. |                                     |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         | .2                         |
| Band - 3         |                            |
| Band - 4         |                            |
| Band - 5         | .5                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No



**27. If yes, please list the tools.**

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.

There is a consistent, compliant VDH system for this process managed by Office of Human Resources (OHR).

2.

HR Recruitment & Selection guidance and best practice information have been developed and placed on OHR Web site for use by all VDH employees.

3.

Automated Recruitment & Selection forms are in use - system provides consistency & compliance; provides EEO data.

4.

Quality Assurance review of Recruitment & Selection is conducted on an ongoing basis by OHR.

5.

A Recruitment & Selection resources list has been developed by OHR and is available for VDH employees electronically.

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Development of VDH web based forms is currently underway.
2.  
RECRUIT data is not currently stored & made available for agencies by DHRM.
3.  
Automated state application form (non-PDF) is needed.
4.  
Automated state application process to include electronic submission of applications is needed.
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
Historical RECRUIT data is needed for agencies to use as resource.
2.  
Automated state application form is needed
3.  
An automated state application process is needed to include electronic submission of applications.
4.  
.....
5.  
.....

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

None

32. If you have any other concerns or comments about this functional area, please include them here.

The Office of Human Resources (OHR) is responsible for the compliant and effective operation of HR for the agency. The Office of Human Resources (OHR) conducts a centralized HR operation, working collaboratively with supervisors, business specialists and generalists statewide to assure compliance and quality for decentralized components. OHR develops policy and institutes procedures to assure compliance with a variety of mandates, institutes and promotes the use of best practices in support of the agency's mission and develops resources and tools for supervisors and managers statewide. OHR functions with teams of HR generalists providing VDH customers with guidance/consultation in applicant intake and recruiting. For purposes of this survey, the FTE assignments were based on staff involvement in the processes described in the definitions. Therefore no staff time has been allotted for the customer consultation/guidance function.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

0

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

25

Continuous Recruitment Job Announcements

0

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track “cost per hire” data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding “hard-to-fill” positions or “continuous” recruitments)?**

60 days

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, “all positions must be posted for 10 days.”)**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input checked="" type="radio"/> | <input type="radio"/>            |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |



18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name                     | Module (if applicable) | Version | Maintenance fees |
|----|---|------------------------|---------|------------------|
| 1. | Recruitment & Selection(RIS) - Excel Format |                        | 2003    |                  |
| 2. |   |                        |         |                  |
| 3. |   |                        |         |                  |
| 4. |   |                        |         |                  |
| 5. |   |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                | Developed by VDH Central OHR |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         |                            |
| Band - 4         | .2                         |
| Band - 5         |                            |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.

|    | Data Reported                | Recipient                | Frequency                    |
|----|------------------------------|--------------------------|------------------------------|
| 1. | RIS Internal Reports for EEO | Individual recruit files | For every position recruited |
| 2. | RIS List of Applicants       | Individual recruit files | For every position recruited |
| 3. | RIS Screening Document       | Individual recruit files | For every position recruited |
| 4. | RIS Interview Scheduler      | Individual recruit files | For every position recruited |
| 5. | RIS Letters and labels       | Individual recruit files | For every position recruited |

26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?

- ☐ Yes
- ☒ No

27. If yes, please list the tools.

1.
2.
3.
4.
5.

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
RIS system generates applicant letters and address labels
2.  
RIS system maintains list of applicants
3.  
RIS asists with screening
4.  
RIS produces EEO data and advertising data
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

Do not know of any.

**32. If you have any other concerns or comments about this functional area, please include them here.**

The survey is completed based on changing the word Agency to Distic in all questions. District needs to be totally involved in the intake and recruitment process. Recruitment process needs to remain decentralized to the District as in the current process.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☒ Yes
- ☐ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                               | Regional/District                   | Central                             |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Developing the Job Announcement | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Advertising                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Applicant Intake                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up



**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

40

Job Announcements open to State employees only

1

Job Announcements open to the General Public, (excluding continuous recruitments)

138

Continuous Recruitment Job Announcements

5

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☐ Yes

☒ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service | Service Fee |
|----|----------|---------|-------------|
| 1. |          |         |             |
| 2. |          |         |             |
| 3. |          |         |             |
| 4. |          |         |             |
| 5. |          |         |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

Sworn - 8 to 9 months / Civilian 6 to 8 weeks

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☒ Yes
- ☐ No

**16. If yes, please list.**

1.  
Agency Only - posted for 5 workdays
2.  
State Employees Only - posted for 2 weeks
3.  
General Public - posted for 2 weeks
4.  
.....
5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                              | No                               |
|---------------------------------|----------------------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/>            | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/>            | <input checked="" type="radio"/> |
| Job Posting                     | <input checked="" type="radio"/> | <input type="radio"/>            |
| Applicant Intake                | <input checked="" type="radio"/> | <input type="radio"/>            |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name   | Module (if applicable) | Version        | Maintenance fees |
|----|---------------------------|------------------------|----------------|------------------|
| 1. | HR/Mapper                 |                        | 8R2.E4 (Level) | \$ 6,666         |
| 2. | Applicant Tracking System |                        | Access 2000    | \$ 0             |
| 3. | Recruitment Database      |                        | Access 2000    | \$ 0             |
| 4. | HR Information System     |                        | Access 2000    | \$ 0             |
| 5. | Contact List              |                        | Excell 2000    | \$ 0             |

**18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.**

**If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.**

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected?   |
|----|-------------------------|--------------------------|----------------|--|
| 1. | \$ 0                    | \$ 0                     | \$ 65,604      | Old Legacy System - to log and track applicant information                               |
| 2. | \$ 0                    | \$ 0                     | \$ 0           | Created in house to simplify tracking and merging information                            |
| 3. | \$ 0                    | \$ 0                     | \$ 2,498       | Created in house to track and manage contact information and statistics from Recruiters. |
| 4. | \$ 0                    | \$ 0                     | \$ 6,299       | Created in house to track a myriad of information  |
| 5. | \$ 0                    | \$ 0                     | \$ 99,977      | Created to track contact and upload to database.   |

**19. If you would like us to contact you for more information, please check follow up.**

☐ Follow Up

**20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.**

**If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.**

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         | .0                         |
| Band - 2         | 1.6                        |
| Band - 3         | 3.0                        |
| Band - 4         | 1.8                        |
| Band - 5         | 7.0                        |
| Band - 6         | 2.0                        |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

**21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?**

☒ Yes

☐ No

**22. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process                               | Requires Double Entry | Frequency |
|----|---------------------------------------|-----------------------|-----------|
| 1. | Contact List to Recruitment Database  | No                    | 1         |
| 2. | Mapper to Applicant Flow Data at DHRM | Yes                   | 1         |
| 3. | DHRM PMIS to in house HRIS System     | No                    | 1         |
| 4. |                                       |                       |           |
| 5. |                                       |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☒ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported                             | Recipient                | Frequency |
|----|---|--------------------------|-----------|
| 1. | List of Applicants to Screen Applications | Recruiter/Hiring Manager | Daily     |
| 2. | Reciept of Application Notification Cards | Applicants               | Daily     |
| 3. | EEO Agency Recruitment Statistics         | Recruitment Packet       | Daily     |
| 4. | Internal Alignment by Position and NOVA   | Recruitment Office       | Daily     |
| 5. | Contact List and Statistics               | Recruitment Office       | Daily     |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☒ Yes

☐ No

**27. If yes, please list the tools.**

1.

Laptops with CD/DVD's for Recruiters

2.

Advertising using Billboards

3.

.....

4.

.....

5.

.....



**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
Provides equal employment opportunity to all applicants.
2.  
In compliance with state and federal laws, regulations, and guidelines.
3.  
The selection process is administered, scored, evaluated, and interpreted in a uniform manner.
4.  
Our Recruitment Unit which actively attends job fairs, career fairs, military bases, churches, colleges, and professional businesses provide a diverse applicant pool.
5.  
Builds community relations throughout the Commonwealth.

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
Improve the length of time it takes to complete background investigations.
2.  
More manpower and positions to help expedite the entire recruitment process.
3.  
An overall intergrated HR Information System which tracks active, inactive, wage, contract, and applicant information and eliminate the Mapper and Applicant Flow Data System.
4.  
Develope incentive program for sworn and civilian employees to help recruit qualified applicants with emphasis on diversity.
5.  
Develop a process to have applicants contact recruiters prior to submitting an application.

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.

Develop a state wide HR Information System which tracks active, inactive, wage, contract, and applicant information.

2.

Report writing, queries, Applicant Screening and Update Sheet

3.

Track all EEO and DHRM statistical data to eliminate each agency from submitting data.

4.

Provide cost to contact and hire applicants analyst and statistics - automated.

5.

Provide a better mechanism to follow up with contacts through automated emails, letters, or phone messages.

**31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.**

**32. If you have any other concerns or comments about this functional area, please include them here.**

The recruitment process is a very meticulous process which encompasses several individual processes. For example, to bring a class of 90 applicants in we would need to invite 1000 applicants to a written examination which is scheduled 3 to 4 times during the recruitment period. Those that pass the examination would then be scheduled for a polygraph. Those passing the polygraph and continue to have a thorough background investigation conducted. Those passing background would then be scheduled to take a Work Performance Test (abilities test), physical and psychological examination, and drug test. Depending on the number of vacancies and anticipated vacancies, an offer would be given to the number of available positions.

We have created internal access database systems to assist, automate, and eliminate duplicate processes and provide greater functionality.

It is hard to articulate the myriad of functions involved in our recruitment process so please contact our agency for additional information and questions.

**Applicant Intake and Recruiting includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.**

**1. Does your Agency manage the following internal Applicant Intake and Recruiting processes?**

- ☒ Developing the Job Announcement
- ☒ Advertising
- ☒ Job Posting
- ☒ Applicant Intake

**2. Does your Agency manage the Applicant Intake and Recruiting process at multiple work locations?**

- ☐ Yes
- ☒ No

**3. If yes, please identify by location what each location manages.**

|                                 | Local                    | Regional/District        | Central                  |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| Developing the Job Announcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job Posting                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Applicant Intake                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. Does your Agency manage applicant intake and recruiting for any other state Agencies?**

- ☐ Yes
- ☒ No

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Agency Name | Developing the Job Announcement | Job Posting | Applicant Intake |
|----|-------------|---------------------------------|-------------|------------------|
| 1. |             |                                 |             |                  |
| 2. |             |                                 |             |                  |
| 3. |             |                                 |             |                  |
| 4. |             |                                 |             |                  |
| 5. |             |                                 |             |                  |

5. If yes, please list Agency names and indicate what process you manage.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Advertising |
|----|-------------|
| 1. |             |
| 2. |             |
| 3. |             |
| 4. |             |
| 5. |             |

6. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

**7. How many recruitments (salaried and wage combined), including those for other agencies, does your Agency process on an annual basis, by the following categories?**

Job Announcements open to Agency employees only

2

Job Announcements open to State employees only

0

Job Announcements open to the General Public, (excluding continuous recruitments)

81

Continuous Recruitment Job Announcements

2

**8. Excluding RECRUIT, does your Agency utilize any other state resources for its recruitment effort? (for example, shared websites and the like)**

☒ Yes

☐ No

**9. If yes, please list resource, service, and associated service fee.**

|    | Resource | Service     | Service Fee |
|----|----------|-------------|-------------|
| 1. | VEC      | JOB POSTING | \$ 0        |
| 2. |          |             |             |
| 3. |          |             |             |
| 4. |          |             |             |
| 5. |          |             |             |

**10. How does your Agency maintain its recruitment files?**

☒ Maintained by the Agency central repository

☐ Maintained by the Agency non-central repository

☐ Maintained by another organization

**11. If maintained by another organization, please list the organization and the location.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**12. Do you track "cost per hire" data?**

- ☐ Yes
- ☒ No

**13. If yes, please provide data and how the cost is calculated.**

**14. What is the average turn around time from job posting to hire for your Agency (excluding "hard-to-fill" positions or "continuous" recruitments)?**

30 DAYS

**15. Does your Agency have fixed time rules built into the recruitment process other than state-wide policy? (for example, "all positions must be posted for 10 days.")**

- ☐ Yes
- ☒ No

**16. If yes, please list.**

1.  
.....

2.  
.....

3.  
.....

4.  
.....

5.  
.....

**17. Excluding RECRUIT, are any of the following applicant intake and recruitment processes automated?**

|                                 | Yes                   | No                               |
|---------------------------------|-----------------------|----------------------------------|
| Developing the Job Announcement | <input type="radio"/> | <input checked="" type="radio"/> |
| Advertising                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Job Posting                     | <input type="radio"/> | <input checked="" type="radio"/> |
| Applicant Intake                | <input type="radio"/> | <input checked="" type="radio"/> |



18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

|    | Application/System Name | Module (if applicable) | Version | Maintenance fees |
|----|-------------------------|------------------------|---------|------------------|
| 1. |                         |                        |         |                  |
| 2. |                         |                        |         |                  |
| 3. |                         |                        |         |                  |
| 4. |                         |                        |         |                  |
| 5. |                         |                        |         |                  |

18. Please list up to five application/system(s), including software such as Excel, Access, etc, used by your agency to support these automated processes.

If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

|    | Employee Training costs | Contractor Support costs | Staffing costs | Why was the system selected? |
|----|-------------------------|--------------------------|----------------|------------------------------|
| 1. |                         |                          |                |                              |
| 2. |                         |                          |                |                              |
| 3. |                         |                          |                |                              |
| 4. |                         |                          |                |                              |
| 5. |                         |                          |                |                              |

19. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

20. For the process of Applicant and Intake Recruiting in your Agency, please provide an estimate of the staff requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

|                  | FTE Count (include tenths) |
|------------------|----------------------------|
| Band - 1         |                            |
| Band - 2         |                            |
| Band - 3         | .0                         |
| Band - 4         | .5                         |
| Band - 5         | .1                         |
| Band - 6         |                            |
| Band - 7         |                            |
| Band - 8         |                            |
| Band - 9         |                            |
| Contracted Labor |                            |

21. Do any of your automated applicant intake and recruitment processes interface with other systems or applications?

☐ Yes

☒ No

22. If yes, please identify the process, if double data entry is required, and on what frequency.

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**23. Do any of your manual applicant intake and recruitment processes share data with other systems or applications?**

☐ Yes

☐ No

**24. If yes, please identify the process, if double data entry is required, and on what frequency.**

|    | Process | Requires Double Entry | Frequency |
|----|---------|-----------------------|-----------|
| 1. |         |                       |           |
| 2. |         |                       |           |
| 3. |         |                       |           |
| 4. |         |                       |           |
| 5. |         |                       |           |

**25. Excluding PMIS and RECRUIT, please list any reports that are generated from your system to include the data reported, recipient type, and frequency of generation.**

|    | Data Reported | Recipient | Frequency |
|----|---------------|-----------|-----------|
| 1. |               |           |           |
| 2. |               |           |           |
| 3. |               |           |           |
| 4. |               |           |           |
| 5. |               |           |           |

**26. Do you know of specific applicant intake and recruitment reporting tools that you are currently not using that would make your life easier?**

☐ Yes

☒ No

**27. If yes, please list the tools.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**28. Please list up to five strengths of your current business processes for applicant intake and recruitment.**

1.  
REPETITIVE RECRUITMENT
2.  
ALREADY HAVE RECRUIT INFO FOR POSITIONS
3.  
.....
4.  
.....
5.  
.....

**29. Please list up to five opportunities for improvement in your current business processes for applicant intake and recruitment.**

1.  
.....
2.  
.....
3.  
.....
4.  
.....
5.  
.....

**30. Please identify up to five attributes, features, or characteristics you wish for in an ideal applicant intake and recruitment process.**

1.  
DATABASE TO ENTER APPLICANT INFO
2.  
USE DATABASE TO GENERATE LETTERS TO APPLICANTS
3.  
IMPROVEMENT TO "RECRUIT SYSTEM"
4.  
VEC AUOMATICALLY PICK UP RECRUIT INFO SO WE DON'T HAVE TO ENTER INTO BOTH SYSTEMS
5.  
STATE TO BETTER INFORM THE PUBLIC OF "RECRUIT"

31. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

NONE KNOWN

32. If you have any other concerns or comments about this functional area, please include them here.